

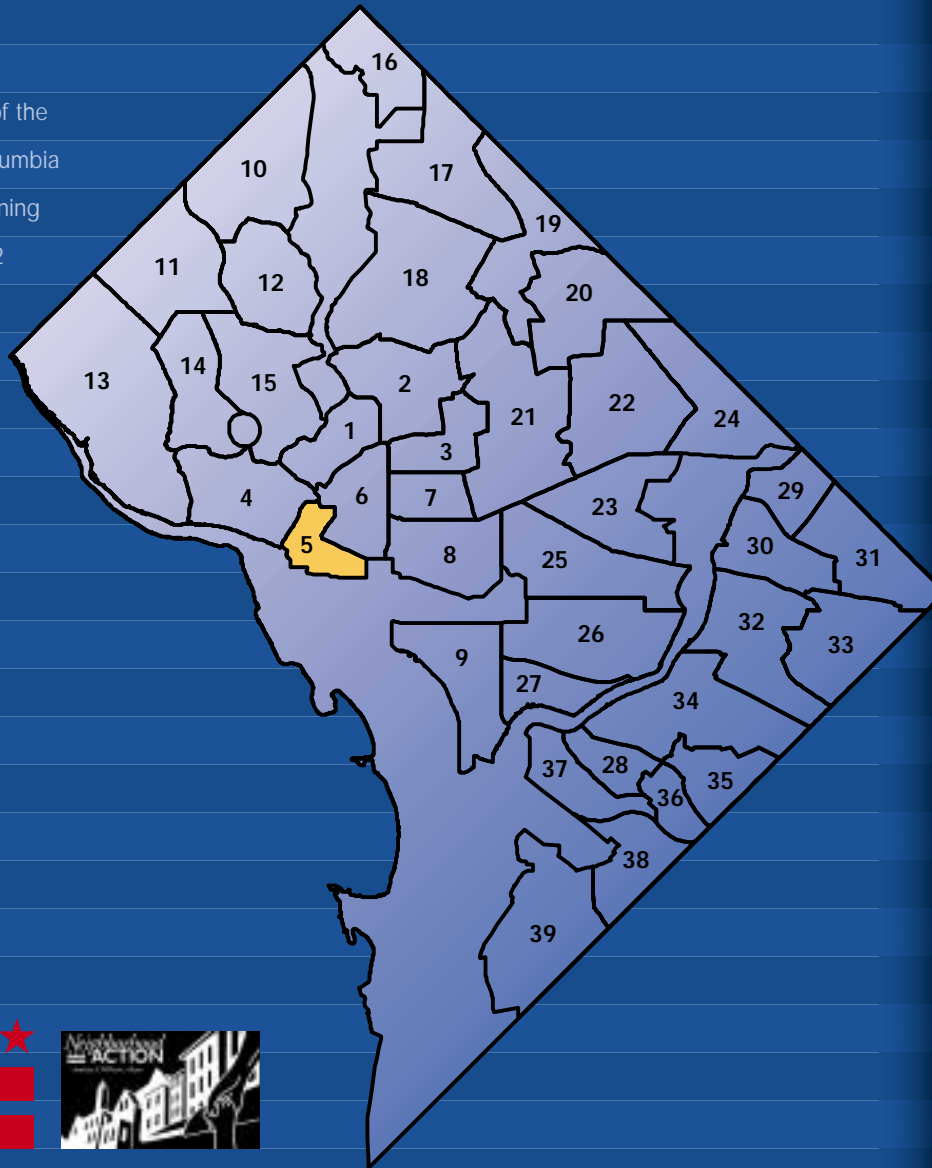
Neighborhood Cluster

5

District of Columbia Strategic Neighborhood Action Plan

Prepared by

Government of the
District of Columbia
Office of Planning
Summer 2002



Foggy Bottom
George Washington University
West End

Acknowledgments

*The following people and groups
deserve special recognition for the
time they dedicated to developing
this plan for Cluster 5:*

Advisory Neighborhood Commission (ANC) 2A
Cluster 5 Neighborhood Steering Committee
Columbia Plaza Tenants Association
Foggy Bottom Association
George Washington University (GWU)
Residence Hall Association
York Apartment Tenants' Association
West End Civic Association

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Letter From the Mayor



Dear Resident,

I am very proud to present the Strategic Neighborhood Action Plan (SNAP) for your Neighborhood Cluster. I personally want to congratulate all the citizens, the citizen and civic associations, the faith community, the Advisory Neighborhood Commissioners, the businesses, and others that helped shape this plan.

I have personally reviewed these plans and am struck by the tremendous amount of work, thought, and commitment that went into their preparation. I value these SNAPs as a way to communicate directly with you, the residents and stakeholders of this marvelous city.

What began at the city-wide level with the first and second Citizen Summits in 1999 and 2001 has been expanded at the neighborhood level through the Neighborhood Planning, Neighborhood Service, and Neighborhood Outreach efforts—all part of the overall Neighborhood *Action* program. Through this triad, I have heard your concerns and priorities directly and have taken measures to respond.

This Strategic Neighborhood Action Plan is not just words on paper. Every agency in my administration has reviewed these plans to see how they might contribute to advancing the priorities and objectives you outlined here. As you know, this was a tough budget year. I instructed agencies to preserve their commitments to addressing your priorities, as they assessed how and where to trim their budgets. What's more, additional funding was provided to specifically accomplish a number of important neighborhood priorities articulated through the SNAPs across the city. This approach includes funding to install an additional 600 litter cans across the city; hire an additional Fire Inspector for every Ward; add another staff person under the Clean City Administrator, who will further the goal of neighborhood cleanliness; hire additional Historic Preservation staff to review projects in historic areas; and more. While not every priority was met, such changes signal tangible evidence of my belief that the business of government starts with the business of the people.

This SNAP document is a first of its kind. It is the first time a major city has coordinated a plan with every neighborhood in the city in a single year. It is the first product of many that will provide citizens with a record of how this government will directly respond to your priorities.

I am excited about this SNAP document and about what it signals for the future of our neighborhoods and our city. I look forward to working with you, my agencies, and other stakeholders to implement the many significant priorities you have identified here. Congratulations, and now the work begins.

Sincerely,

Anthony A. Williams
Mayor

Dear Resident,

Enclosed is your Neighborhood Cluster's Strategic Neighborhood Action Plan (SNAP). I want to personally thank all who contributed to developing this plan and congratulate them for their hard work. Many in your neighborhood devoted considerable time identifying strategies to improve the quality of life in your neighborhood. This effort has helped us—the District government—better partner with you to make concrete improvements in our communities.

Your SNAP is a new kind of “plan for action” because it will not simply sit on a shelf. It is a document that lists key commitments by agencies and includes a timeline for implementation. It is a document whereby the commitments will be tracked by the Mayor's Office of Neighborhood *Action* to ensure that they are followed through to completion. It is an action plan and a foundation of our city's budget.

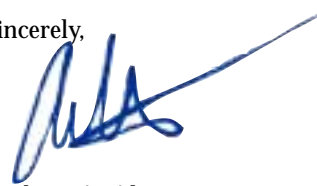
With the same level of deep commitment in developing this plan, I urge you—neighborhood groups, the faith community, businesses, nonprofits, Advisory Neighborhood Commissioners, and others—to help implement the remaining actions. While I know many of you have been active in your neighborhoods for years, implementing specific actions in this plan will help unite government and citizen efforts through its goal of addressing specific priorities identified by your neighbors.

Our work with you in your neighborhoods has just begun! Your Neighborhood Planner, Chris Shaheen, who helped develop this SNAP, will continue to work in your neighborhoods. Specifically, he will work with you and the Department of Transportation to develop plans for improving the park at 22 and E Streets, as well as continue to work with residents and the Office of Planning's Development Review Division on development projects in your neighborhood.

In addition, my office will help to retain the character of your Cluster's historic district and sites by hiring one additional building inspector to work in historic districts during FY2002 and two additional staff members to review construction in historic districts during FY2003.

I look forward to our continued work with you in your Neighborhood Cluster. Thank you and congratulations once again for all your hard work and dedication in developing this SNAP.

Sincerely,



Andrew A. Altman
Director, Office of Planning

Letter From the Director



Neighborhood Action

Three years ago, Mayor Williams's administration developed a new framework for how the District government would work together with citizens and other partners to make good decisions and to improve our city. This framework was the start of *Neighborhood Action*. The mission of *Neighborhood Action* is to empower citizens to improve their communities by mobilizing and coordinating the resources of government, businesses, nonprofits, the faith community, neighborhood leaders, and the citizens themselves. *Neighborhood Action* has held four Citizen Summits: one in November 1999, a follow-up in January 2000, one in October 2001, and another in December 2001. There were also two Youth Summits to hear from our younger residents. At those public forums, citizens shared their priorities for the city, which helped redefine our District government's priorities at the city-wide level.

It was also realized, however, that there was much work to be done at the neighborhood level. As part of *Neighborhood Action*, the Neighborhood

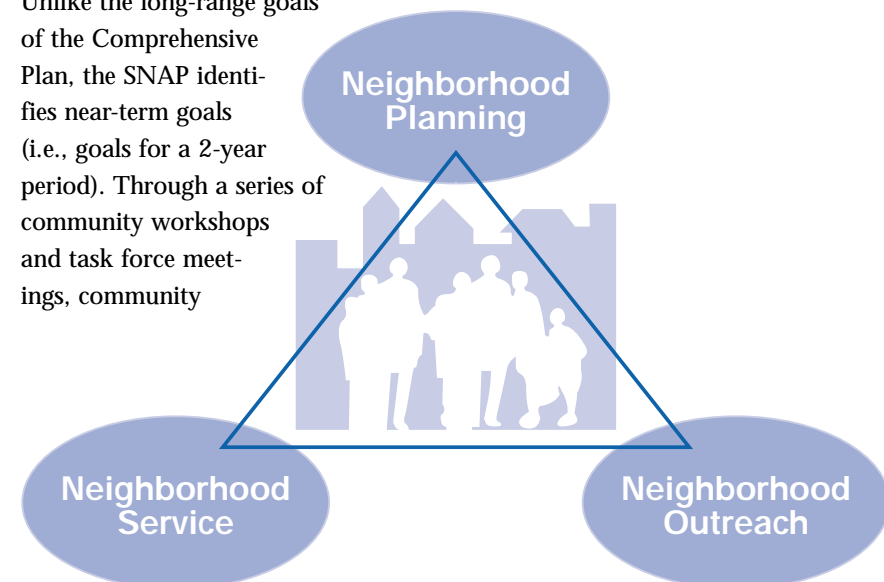
Action Triangle was created—three neighborhood initiatives aimed to identify and then solve neighborhood-specific issues. They are the Neighborhood Service Initiative, the Neighborhood Outreach Program, and the Neighborhood Planning Initiative. **Neighborhood Service** addresses recurring service delivery problems that require the coordinated involvement of more than one agency. **Neighborhood Outreach** holds public meetings, town halls, “coffee with the Mayor,” and other meetings to ensure that this administration stays connected to neighborhood issues. **Neighborhood Planning** has been working with citizens to identify top priority issues and to develop Strategic Neighborhood Action Plans (SNAPs) for each of the 39 Neighborhood Clusters in the city.

Strategic Neighborhood Action Plan

This document is the SNAP for your Neighborhood Cluster. Citizens, citizen groups, businesses, the faith community, Advisory Neighborhood Commissioners, and others helped develop this plan with the Neighborhood Planning Initiative located in the DC Office of Planning (OP).

The SNAP is part of *Neighborhood Action*, which is Mayor Williams's initiative to reengage citizens in the governance of their city and to establish a vision, priorities, and action for your Neighborhood Cluster. For the first time in the District, the SNAP provides residents a process to articulate and begin addressing many of the neighborhoods' most pressing challenges. The government of the District of Columbia used the SNAP to inform and guide decisions on the FY2002 and 2003 city budget.

Unlike the long-range goals of the Comprehensive Plan, the SNAP identifies near-term goals (i.e., goals for a 2-year period). Through a series of community workshops and task force meetings, community



Introduction



stakeholders identified the priority areas of the Cluster 5 SNAP, such as expansion of GWU, more student housing on campus, and improved GWU/community relations; traffic and parking; and balance between residential, commercial, university, and institutional uses. In many cases, these three priorities and the actions recommended to address them reinforce issues identified in the Ward 2 plan. Some of the actions are in conflict with the comprehensive plan and could be addressed through amendments. Progress on each action committed to by a District agency will be tracked through annual status reports by the Office of Neighborhood Action.

Although the SNAP is an independent planning document not tied to the Comprehensive Plan, it could inform residents about how the Comprehensive Plan is updated in the future. Currently, the Mayor and Council are appointing a Comprehensive Planning Task Force representing a broad cross-section of stakeholders to work with the Office of Planning as it undertakes a review of the current plan and planning process.

The Comprehensive Plan

Throughout the SNAP process, residents asked, “How do Strategic Neighborhood Action Plans relate to the Comprehensive Plan?” While both documents outline a vision for neighborhoods and include concrete and identifiable goals for your community, there are differences in how they are used by District agencies and what the immediacy is of their effect on your neighborhood.

The *Comprehensive Plan for the National Capital* is a long-range (20 years) general policy document that provides overall guidance for the future planning and development of Washington, DC. District agencies use this document as a guide to ensure that their actions reinforce the long-term goals of the city. The Comprehensive Plan was first proposed by the Mayor and adopted by the Council in 1984 and 1985, respectively. Amendments to the plan are proposed by the Mayor and approved by the Council every 4 years. The plan has been amended in 1989, 1994, and 1998. The plan includes both local and Federal elements and is the

only planning document mandated by the Home Rule Act. There are 10 local elements, which together are usually referred to as the “District of Columbia Comprehensive Plan”: General Provisions, Economic Development, Housing, Environmental Protection, Transportation, Public Facilities, Urban Design, Downtown Plan, Human Services, and Land Use.

The Ward 2 plan is one part of the goals for the Comprehensive Plan. It establishes a vision for Ward 2 over 5 years (1999–2004) and highlights eight areas of focus. For Foggy Bottom and West End, it identifies measures that have been taken to protect residential areas and to enhance the M Street corridor, which connects Connecticut Avenue and Georgetown through the West End. The section for George Washington University (GWU) cites the need for the institution to continue constructing dormitories to alleviate the number of students living in housing outside the campus boundaries and for GWU to be sensitive to the surrounding residential neighborhood.

A Message From Your Neighborhood Planner

As your Neighborhood Planner, my job has been to guide residents and stakeholders of Cluster 5 through a neighborhood planning process. I have been tremendously impressed with the dedication and commitment of residents who participated in this process. Many of you have complicated schedules and sometimes have attended more than one community meeting a night. For me, this extra commitment indicates an optimism that, by working in partnership with the District, we can do something to address the concerns that are a priority for this community. Many of you have worked tirelessly over the years to improve your neighborhoods with little help from the government and have found it difficult to believe that your government is now coming to you with this effort. Some, if not many, doubted that this process could make a difference. With this document, I hope that you can see how it has.

Some priorities identified in this community are shared with other neighborhoods across the District; others

are distinct to Cluster 5. The priorities include issues of institutional growth and commercial development. The information gathered during the SNAP process has been instrumental in ensuring that your concerns have been heard by government officials, and it is now, in fact, driving service delivery and reinforcing policy initiatives. For those community groups and institutions that were unable to join your neighbors in this process, there is still time to take part by helping to address and resolve some of the issues articulated in this document. In cases in which the city commits to an action, opportunities will be provided for you to participate.

Developing this SNAP is one of the more recent ways in which long-time residents, new neighbors, students, and others have brought about change in your community. The many different types of neighbors in this Cluster—single families, students, nonprofits, and other institutions—have worked hard to improve their communities. This SNAP is another tool that allows everyone in the community to hold the District accountable for the commitments

that it has made to strengthen, to provide services for, and to protect your neighborhoods.

I would like to recognize the tremendous efforts of those who participated in this planning process. The Advisory Neighborhood Commissioners, civic and neighborhood association leaders, student groups, and tenant associations have been great to work with. They have all contributed to this plan by reviewing and fine-tuning many elements of the draft SNAP. I look forward to continuing to work with you and your community to implement the actions outlined in this plan and to achieve the vision for more livable, equitable, and vibrant neighborhoods throughout the District of Columbia.

To better understand what makes your Neighborhood Cluster special, please read the following sections, which describe both the positive and the negative conditions found in your communities, including physical characteristics, demographics, and recent activity in your neighborhood.

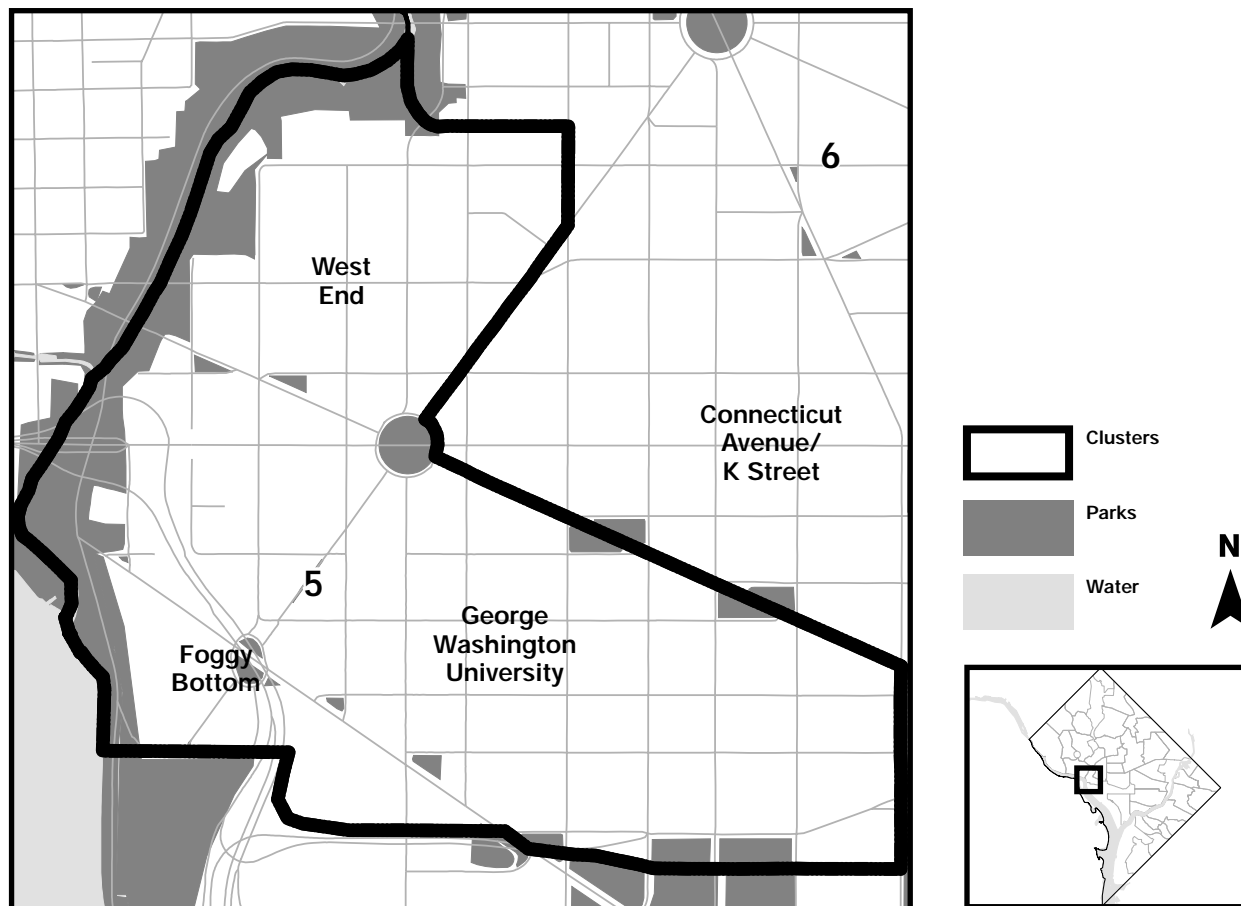
Chris Shaheen

Neighborhood Planner, Cluster 5

State of the Cluster

2

Cluster 5: West End, Foggy Bottom, George Washington University



Cluster 5 Neighborhoods

This document is the first SNAP developed for Neighborhood Cluster 5. Your Neighborhood Cluster is shown on the map to the left and includes the following neighborhoods:

- Foggy Bottom
- George Washington University
- West End

These three neighborhoods developed this SNAP with the help of your Neighborhood Planner, Chris Shaheen.

Physical Characteristics and Assets

The Cluster includes the area within the boundaries of Rock Creek Park and Newport Place on the north; 21st Street, New Hampshire Avenue, Pennsylvania Avenue, and 17th Street on the east; E and F Streets on the south; and Rock Creek Park on the west. Washington Circle is a landmark located in the center of this area, and the Foggy Bottom Historic District is also located within the boundaries of Cluster 5.

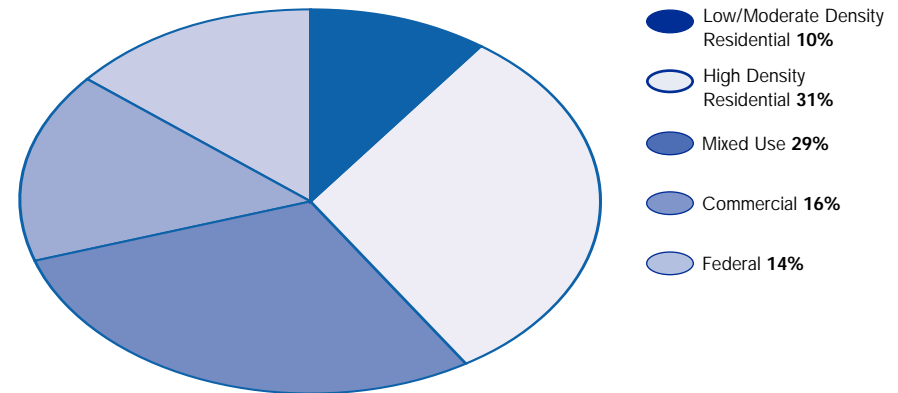
As shown in the chart to the right, this community includes multiple uses including Federal, residential, commercial, office, and institutional buildings. Single-family townhouses and apartments are located primarily in the south and west areas of the Cluster (including the well-known Watergate mixed-use complex); office buildings and commercial development are located along the eastern boundary; a number of large hotels have recently developed in the northern area; and Federal offices are located in the south, including wellknown agencies such as the State Department and the Department of the Interior.

A few characteristics and assets of this Cluster are viewed by some residents as liabilities. The location of the Cluster—immediately adjacent to the downtown area—is one example. Commuters traveling between Northern Virginia and the District must cross one of two bridges connecting the city to residential suburbs, thereby clogging streets during morning and evening rush hours. Residents have said that finding a parking spot on residential streets is often a

challenge. Large institutions such as the World Bank and the International Monetary Fund (IMF) are located in the Cluster and are immediately adjacent to residential areas. Although those institutions contribute to an image of the District as an international city, annual meetings at the World Bank and IMF have prompted protests, which have disrupted the peace and quiet of residential neighborhoods.

George Washington University and Hospital are other long-time institutions in the community. In recent years, GWU has invested heavily in its urban campus, constructing new academic buildings and outdoor spaces. Its expansion has created tension between the institution that wants to expand its campus and some residents who want to maintain as many permanent housing units in the neighborhood as possible.

Land Uses in Cluster 5



Source: Zoning Data contained in the Central DC GIS Database maintained by DC Office of the Chief Technology Officer, as of April 2002

Apartments located on K Street in the Foggy Bottom neighborhood.



The Trustees Gate on the campus of George Washington University.



Townhouses located in the Foggy Bottom Historic District.



Some highlights of Cluster 5's assets, features, and well-known institutions include the following:

- *Immediate access to parks and memorials such as Rock Creek Park, the Georgetown canal trail, the Georgetown and Potomac waterfront, Washington Circle, the Francis Pool, the Lincoln Memorial, the Vietnam Veterans Memorial, the Albert Einstein Memorial, and the National Mall.*
- *The West End Library, which has been located in the community since 1967 and serves a diverse community of approximately 33,000 people in the southern section of northwest Washington, DC.*
- *Immediate access to the subway's Orange and Blue lines at the Foggy Bottom Metro station.*
- *Home to the Foggy Bottom Historic District, established in 1986 to preserve the late 19th-century residential character of the neighborhood.*
- *The Octagon House Museum, built between 1798 and 1800 and designed by the architect of the U.S. Capitol.*
- *Easy access to downtown and Northern Virginia.*
- *High-quality and well-maintained housing stock; diverse residential units including townhouses, condominiums, cooperatives, and apartments; and a strong real estate market.*
- *Strong and active Advisory Neighborhood Commissions and citizen organizations.*
- *Strong public schools such as the School Without Walls and Francis Junior High School.*
- *Places to showcase education and the arts, such as the John F. Kennedy Center for the Performing Arts, Art Museum of the Americas, Corcoran Gallery of Art, Corcoran College of Art and Design, Lisner Auditorium, DAR Constitution Hall, and George Washington University.*

Demographics

Cluster 5 includes three neighborhoods—Foggy Bottom, West End, and George Washington University—located in Ward 2. The Cluster has approximately 11,786 residents, representing just under 2% of the District's total population. It has a population with a high percentage of 18- to 65-year-olds and a low number of residents under the age of 18, plus it is predominantly White. The Cluster's median household income (\$48,137) is higher than the city-wide median income of \$43,001. The adjacent chart provides some basic information on your neighborhood, such as age, race and ethnicity, and family income of residents for 2000. It also shows data for 1990, which allows you to see how your Cluster has changed. To learn more about other demographics, you may obtain a copy of your Cluster 5 Databook by contacting the DC Office of Planning at 202-442-7600.

	Cluster 5: 1990	Cluster 5: 2000	City-wide: 2000
Population	11,143	11,786	572,059
Age			
Under 18 years	1%	1%	20%
Between 18 and 65 years	86%	87%	68%
Over 65 years	13%	12%	12%
Race / Ethnicity			
African American	5%	6%	60%
White	87%	78%	31%
Hispanic ¹	5%	6%	8%
Income			
Median Household Income ²	\$33,894	\$48,137 ³	\$43,001 ³
Education			
High School Graduates	95%	Data not yet available	78%
College Graduates	68%	Data not yet available	39%
Housing			
Occupied Housing Units	5,898 units	5,903 units	248,338 units
Percentage of Housing Units Owner-Occupied	33%	31%	41%

Source: U.S. Census Bureau, 1990 and 2000 data.

1. People of Hispanic origin may be of any race.

2. Median income is the income level at which half of the households earn more and half earn less. It is literally the income that is in the middle.

3. Claritas, Inc., 1998 data.

Recent Neighborhood Activity

Cluster 5 has seen a significant amount of activity in the past couple of years, both ongoing and proposed. Those developments are both large and small, and they range from major construction projects to directional signage.

Commercial development in the north section of Cluster 5.



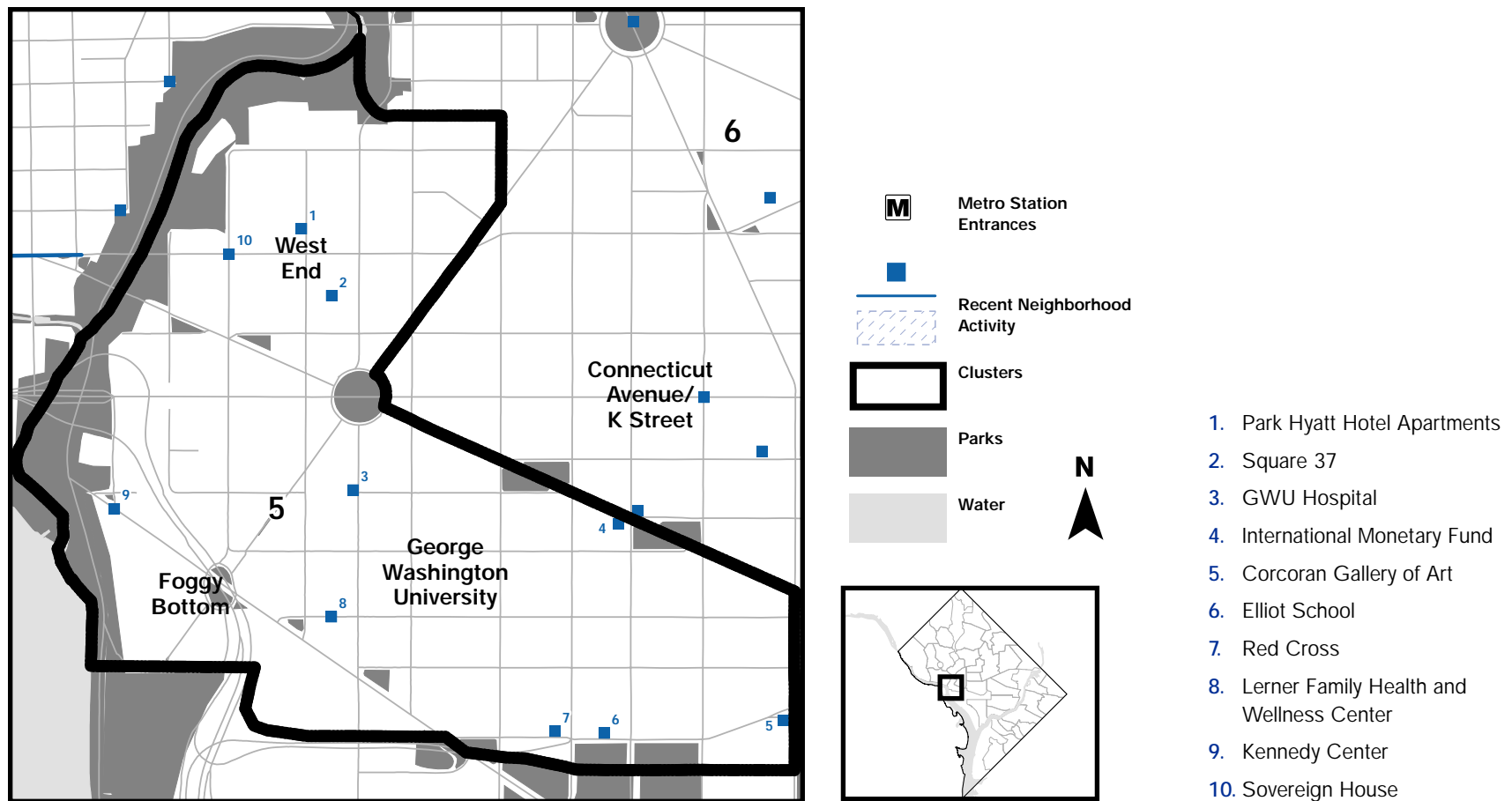
The following is a list of key Cluster 5 activities:

- *Wayfinding Signage Program*—a joint initiative of Discover DC and Foggy Bottom Residents.
- *Park at 22nd and E Streets*—the District Department of Transportation (DDOT) has committed to working with the community to make improvements to this park space.
- *Square 37*—a proposal to rezone the southern half of the city block bounded by L, M, 23rd, and 24th Streets to allow the intensity of mixed-use residential and commercial development characterized for those properties in the Generalized Land Use Map of the DC Comprehensive Plan.
- *Park Hyatt Hotel Apartments, 1221 24th Street NW*—a residential project that will include 85 housing units.
- *Sovereign House, 2440 M Street*—a residential project that will include 140 units of housing located over the existing offices of the Columbia Hospital.
- *2000–2010 GWU Campus Plan*—specific projects that include (1) Square 43 (the proposed development of the block bounded by 23rd Street, G Street, and Virginia Avenue as dormitory facilities for GWU), (2) Townhouse Row (a proposed development located on 23rd Street between F and G Streets that includes eight townhomes for use by student special interest groups attending GWU), and (3) the expansion of Funger Hall and Smith Hall.

- *Lerner Family Health and Wellness Center—a 188,000 square foot building that features neoclassic architecture, state-of-the-art exercise equipment, a swimming pool, and a combination bagel shop and juice bar.*
- *Elliot School, 1957 E Street NW—a multiuse residential and educational building.*
- *GWU Hospital—a \$96 million project funded by the partnership between Universal Health Services Inc. and GWU. This will be the first new hospital in Washington, DC, in 20 years.*
- *International Monetary Fund (IMF), 1900 Pennsylvania Avenue—demolition of the existing PEPCO building on this site and construction of a second building for the IMF.*
- *American Red Cross, 2125 E Street NW—construction of a 462,000-square-foot national headquarters for the American Red Cross.*
- *Corcoran Gallery of Art, 500 17th Street—a proposed expansion of the current facility that will increase the institution's gallery and educational space and has been designed by renowned architect Frank O. Gehry.*
- *John F. Kennedy Center—expansion of existing facilities that will include more than 600 additional parking spaces, new outdoor patron and performance spaces combined with art and views of the surrounding areas, and new roadways to reduce the effect of traffic.*

The Recent Neighborhood Activity map on the next page depicts the key activities in your cluster.

Recent Neighborhood Activity in Cluster 5



Citizen-Driven Process

The commitment of Neighborhood *Action* is to engage citizens in the governance of their city and to align government priorities with citizens' priorities. Following the tradition of the Citizen Summit, the Neighborhood Planning Initiative has citizen engagement at the core of its mission. As such, the process for developing your SNAP was built around a four-phase, citizen-driven process: (1) Start Up, (2) Visioning and Identifying Essential Ingredients, (3) Action Planning, and (4) Validation.

The hard work began in phase two, when a Visioning and Identifying Essential Ingredients Workshop was held in each Neighborhood Cluster between January and June 2001. At this workshop, citizens were asked to create a list of essential ingredients for their Cluster. Essential ingredients are characteristics vital to making a neighborhood a place where people and families can live and thrive.

Your Cluster identified and ranked 10 essential ingredients as vital for a livable community:

1. Expansion of GWU, More Student Housing on Campus, Improved GWU/Community Relations
2. Traffic and Parking
3. Zoning
4. Sidewalks and Streets in Good Condition
5. Historic Preservation
6. Green Space
7. Vagrancy/Public Safety
8. Permanent Residents
9. Neighborhood Stores
10. Public Service Delivery

Cluster Priorities

Participants were then asked to identify three or four priority essential ingredients that would be the focus of additional action planning. For FY2002 and FY2003, they agreed on the following priority ingredients:

- Expansion of GWU, More Student Housing on Campus, and Improved GWU/Community Relations
- Traffic and Parking
- Balance Between Residential, Commercial, University, and Institutional Uses (originally Zoning)

Next, residents were invited to participate in a series of Action Planning meetings to identify specific actions for addressing their priorities. During this extensive exercise, participants were challenged to think strategically about the necessary steps and the specific locations to begin addressing the priorities. With the detailed priorities, objectives, actions, and locations, the SNAP served as a tool for District agencies in preparing their FY2003 budgets.

Developing Your SNAP

3

How We Involved You

Phase I: Start Up

- Conducted informal consultations with neighborhood leaders to develop a neighborhood Steering Committee during May 2001.
- Recruited and formed a Neighborhood Action Steering Committee to plan and promote the Neighborhood Cluster Workshop. A Neighborhood Action Steering Committee meeting was held on May 27, 2001, followed by an ongoing consultation in preparation for the workshop.

Phase II: Visioning and Identifying Essential Ingredients

- Convened a Neighborhood Cluster Workshop on June 7 at Francis Junior High School to identify the essential ingredients for a healthy neighborhood and to establish priorities.

Phase III: Action Planning

- Organized three Action Planning Work Sessions to develop preliminary action plans during July and August 2001.
- Met with representatives from GWU to discuss the SNAP and to hear their concerns.

Phase IV: Validation

- During September 2001, the draft SNAP was distributed to residents for review.

Community Outreach

- Announced Steering Committee Meetings, the Neighborhood Cluster Workshop, the Action Planning work sessions, and other meetings specific to the SNAP by using a variety of outreach methods. Specifically, notices were distributed to each citizen organization in the Cluster by direct mailings and e-mail. Announcements were also made at community meetings; flyers were distributed at local schools; and advertisements were posted in the Foggy Bottom News, the Northwest Current, and The Intowner during late May and early June 2001.
- More than 25 citizens participated in the planning process.

District agencies then reviewed the neighborhood priorities as they reviewed their FY2002 budget and developed their proposed FY2003 budget. Beginning in October 2001, more than 40 agencies reviewed recommended actions and developed responses to address neighborhood priorities. Although resources are limited, agencies used neighborhood priorities as one of the inputs to help define what they should do next year, how they should be doing it, and where they should begin.

Further, when District agencies were asked to reduce their FY2003 budgets because of funding shortfalls, the Mayor and his administration emphasized that existing commitments to SNAP priorities remain untouched. Last, in a review of your SNAP and others across the city, additional funding was provided to certain agencies that needed more assistance to address neighborhood

priorities. For example, more funding was dedicated to city-wide issues such as the following:

- *Install an additional 600 litter cans across the city.*
- *Hire an additional Fire Inspector for every Ward.*
- *Hire an additional staff person who will be under the Clean City Administrator and who will further the goal of neighborhood cleanliness.*
- *Hire additional Historic Preservation staff members to review projects in historic areas, and more.*

These and other items were included in Mayor Williams' draft FY2003 budget that was submitted to the Council of the District of Columbia to consider as it reviewed and revised the budget. Now that the Council has approved the final FY2003 budget, the commitments to your neighborhoods are firm.

Agency Commitment Highlights

In Cluster 5, some of the key actions that concerned citizens most received the following agency commitments:

Improve and Increase Regulatory Enforcement.

- *The Office of Zoning (OZ) is adding an Information Technology Specialist and a Conditions Reviewer to its staff.*
- *OZ will implement various phases of its Internet Technology plan.*
- *The Department of Consumer and Regulatory Affairs (DCRA) will review and revise enforcement procedures, including the process for issuing stop work orders and for monitoring subsequent activity.*
- *The Department of Public Works (DPW) is reassessing its fine levels for possible increases.*

- *The Fire and Emergency Medical Services (FEMS) Department will hire one additional fire inspector for Ward 2.*
- *The Historic Preservation Office of the Office of Planning (OP) will add one additional staff person to review construction projects in historic districts.*

Enforce and Better Monitor Rent Control.

- *DCRA will develop a distribution plan for its tenant rights and rent control booklet.*
- *DCRA will continue to provide the Housing Service Center and tenant guide to assist individuals in responding to alleged violations of the Rental Housing Act.*

Balance Between Institutional, Commercial, and Residential Uses.

- *DCRA will increase its monitoring, inspections, and enforcement capabilities through its expanded Neighborhood Survey Process, which includes one Neighborhood Stabilization Officer who will work closely with other agencies to improve services in Cluster 5.*
- *The OP will provide the Zoning Commission with a proposed definition for dormitories and will review the appropriateness of their use within the various residential zones.*
- *The Office of Corporation Counsel (OCC) will support DCRA in evaluating its current laws.*

Improve Parks and Green Space

- *The District Department of Transportation (DDOT) will develop and implement a comprehensive plan for improving the park at 22nd and E Streets.*

Address Traffic and Parking Challenges in Neighborhoods

- *DPW Parking Services will hire 138 additional parking enforcement officers in FY2002, more than doubling the existing force. Once fully trained, 100 parking officers will be dedicated to residential areas. Deployment will include a night shift to enforce registration requirements for out-of-state vehicles.*

- *DDOT will explore residential parking strategies and policies to increase parking in residential areas.*
- *DDOT will undertake a comprehensive city-wide truck analysis that will include in its scope street restrictions that are based on vehicle weight, residential street restrictions, truck routing through the city, and proper signage for trucks.*
- *DDOT, in partnership with Howard University, will develop criteria for implementing traffic-calming measures. Investigations and installation will be performed after development of criteria.*

The next chapter is the centerpiece of the SNAP—the Action Plan. Specifically, it describes how District and non-District agencies are responding to the citizen priorities in FY2002, FY2003, and beyond.

Understanding the Plan

The Cluster 5 Action Plan is where citizen-driven priorities are described in detail. The priorities specific to Cluster 5 include the following:

- Expansion of GWU, More Student Housing on Campus, and Improved GWU/Community Relations
- Traffic and Parking
- Balance Between Residential, Commercial, University, and Institutional Uses

This section describes both District commitments and key community-led actions. The data are organized by the priorities described above. Each priority is further described by objectives, which articulate specific problems or needs that must be addressed in order to accomplish the priority. For example, if a Cluster's priority is Public Safety, objectives may be to "develop strategies to reduce drug activity" and to "improve relations between police and area residents." Each objective then has a specific Action Plan that includes Proposed

Action, Responsible Agencies, Budget Commitment, and Time Frame for Implementation.

As you read through the Action Plan, you will notice that many of the recommended actions list commitments from multiple agencies. It is often the case in government that several agencies with specific expertise are required to work together to fully address any one issue. In those cases, the first agency listed is the lead agency, or agency that has primary responsibility for implementing or coordinating implementation. The additional agencies listed will play a supporting role to the lead agency. An agency commitment may range from providing background information or performing technical analysis on a specific project, to funding and managing a series of activities on a city-wide initiative.

The Action Plan also acknowledges the fact that government cannot address those priority issues alone. In many instances, the agencies will need the help of the business and

institutional community, nonprofits, civic and citizen organizations, and individual citizens to create sustainable community improvement. During the SNAP process, many of the priorities identified by your neighborhood included actions that require community or private-sector leadership and participation or both. The following Action Plan includes those community-led actions, and it begins the process of engaging residents and other organized groups to work together with government to address local issues.

The following pages provide the detailed District Agency commitments and timelines to begin addressing some of your top Cluster priorities.

Because partner names are abbreviated in this Action Plan, please refer to Appendix B for a list with the complete name of each partner.

The Action Plan

4

Agency Responses to Citizen Priorities

PRIORITY 1:

Expansion of GWU, More Student Housing on Campus, and Improved GWU/Community Relations

The Cluster's top priority are issues revolving around expansion of GWU, more student housing on campus, and improved GWU/community relations. Residents believe that the first step to improving their neighborhoods is to better regulate GWU's effect on the residential neighborhoods of Foggy Bottom and the West End. However, participants from GWU expressed that they follow District regulations governing colleges and universities, which are to protect adjacent areas from objectionable effects. Areas of specific concern from residents include those of strengthening municipal regulations and of enforcing regulations. Last, residents articulated the need to improve relations between GWU and the community.

OBJECTIVE 1:

Increase the strength of municipal regulations and their enforcement.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
77	Consistently enforce stop work orders.	Foggy Bottom and West End	DCRA	7763	The Department of Consumer and Regulatory Affairs (DCRA) will review and revise enforcement procedures, including the process for issuing stop work orders and for monitoring subsequent activity. This information will be relayed at monthly community meetings and on the DCRA website. Contact the Building and Land Regulation Administration (BLRA) Administrator's office at 202-442-4557.	FY2002
1180	Ensure that the new construction takes place during the specified hours.	Foggy Bottom and West End	DCRA	8402	Budget restrictions limit DCRA's capability to increase staff in order to establish a night shift. However, DCRA maintains a Duty Officer Program, which involves the assignment of two managers who are on call during evening hours. When a critical violation occurs, an inspector is dispatched regardless of the hour to evaluate the condition and to issue citations if appropriate. To inform DCRA of critical violations, please call 202-727-6161.	Ongoing
1168	Increase number and responsiveness of inspectors.	Foggy Bottom and West End	DCRA	8641	DCRA has hired 39 Neighborhood Stabilization Officers (NSOs). There is one NSO for each Cluster in the city who will be responsible for inspection activities at the neighborhood level. The NSO assigned to Cluster 5 is Stephanie Dodson (202-442-4393).	Ongoing

Agency Responses to Citizen Priorities

PRIORITY 1: **Expansion of GWU, More Student Housing on Campus, and Improved GWU/Community Relations**OBJECTIVE 1: **Increase the strength of municipal regulations and their enforcement.**

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1168	Increase number and responsiveness of inspectors.	Foggy Bottom and West End	DPW	8642	New inspectors were added to Wards 1 and 2 in FY2001. This change will allow an increase in service of 33% to 100%.	FY2002
			DOH	9429	The Department of Health (DOH) will continue baiting premises on schedule and will respond to complaints received. Additionally, outreach and education efforts will continue.	
1182	Carry out and finish actions taken to reinforce the importance of plans for campuses and universities.	Foggy Bottom and West End	OP	8404	This item will be included in the proposed amendments to Campus Plan regulations, which are planned for 2003.	FY2003
1183	Review staff, staff responsibilities, and administrative organization in DCRA, and expand current licensing function as necessary.	Foggy Bottom and West End	DCRA	8379	DCRA is in the process of implementing the Master Business License Program. Adequate staff members and resources have been provided.	Ongoing
1184	Increase municipal resources dedicated toward enforcing the GWU Campus Plan.	Foggy Bottom and West End	OZ	9386	Zoning regulation enforcement is a function of the Zoning Administrator (ZA) at DCRA. In FY 2002, the Board of Zoning Administration/Zoning Commission (BZA/ZC), however, plans to have a Compliance Reviewer review Conditions of Orders and point out to the ZA at DCRA any that require enforcement.	FY2002
66	Adequately monitor GWU, and assign meaningful fines when it is not in compliance with municipal regulations.	Foggy Bottom and West End	OCC	8477	The Office of the Corporate Counsel (OCC) will continue to support DCRA and to evaluate the current law. OCC is not the lead agency but can play a supportive role. OCC does not initiate investigations. DCRA is the client agency, and OCC takes further enforcement action based on the referrals from DCRA. Choices about legal enforcement are made on the basis of DCRA's policy objectives and time frames.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 1: **Expansion of GWU, More Student Housing on Campus, and Improved GWU/Community Relations**

OBJECTIVE 1: Increase the strength of municipal regulations and their enforcement.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
66	Adequately monitor GWU, and assign meaningful fines when it is not in compliance with municipal regulations.	Foggy Bottom and West End	DCRA	7746	DCRA has increased its monitoring, inspections, and enforcement capabilities through the assignment of an NSO whose sole responsibility is the Foggy Bottom and West End areas. DCRA is responsible for all activities on private space. DPW has the responsibility for all activities on commercial and public space. The NSO assigned to this Cluster is Stephanie Dodson (202-442-4393).	Ongoing

Agency Responses to Citizen Priorities

PRIORITY 1: **Expansion of GWU, More Student Housing on Campus, and Improved GWU/Community Relations**

OBJECTIVE 2: Enforce and better monitor and interpret rent control.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
67	Increase support staff members working on rent control issues to reduce the time it takes DCRA to respond to complaints.	Foggy Bottom and West End	DCRA	7747	DCRA is currently addressing the staffing issue. It has established the Housing Service Center (202-442-4610) and tenant guide to assist low- and moderate-income individuals in responding to violations.	FY2002
68	Make information about rent control and tenant rights readily available to the public.	Foggy Bottom and West End	DCRA	7748	DCRA will develop a distribution plan for its tenant rights and rent control booklet.	FY2002
1185	Investigate GWU's first right of refusal to purchase units at Columbia Plaza, a property financed by Housing and Urban Development (HUD).	Foggy Bottom and West End	OCC	8381	DCRA's general counsel will investigate first right of refusal on written request from the agency and will give a legal opinion within 30 days of the request.	Ongoing
69	Investigate exclusion of long-term residents from buildings when management companies make agreements with GWU to house students.	Foggy Bottom and West End	OCC	7750	The issue is, in part, about rent control. Rent control matters are resolved by DCRA. GWU students can be excluded from housing only if the appropriate rent control laws are followed. GWU, as a private entity, must take its own actions with private counsel. DCRA's general counsel and OCC will answer the legal questions regarding when and if long-term residents can be excluded. The government cannot take action or give advice to a private management company.	Ongoing
			DCRA	9706	DCRA has established the Housing Service Center (202-442-4610) and tenant guide to assist individuals in responding to alleged violations of the Rental Housing Act. Individuals who believe a violation has occurred should contact the Service Center to initiate an investigation.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 1:

Expansion of GWU, More Student Housing on Campus, and Improved GWU/Community Relations

OBJECTIVE 3:

Improve relations between GWU and the community.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1186	Undertake a proactive effort in working with students living on campus to improve poor student behavior.	Foggy Bottom and West End	MPD	9457	The 2nd District (2D) will host joint meetings with community stakeholders, university faculty members, staff members, and students to determine and take proactive steps forward.	FY2002
1187	Extend GWU's Blue Light Emergency System into residential areas, including developing location list for Blue Lights with the community and going before the ANC to review a Blue Light plan.	Foggy Bottom and West End	MPD	9458	2D will host joint meetings with community stakeholders, university faculty members, staffmembers, and students to determine and take proactive steps forward. 2D will facilitate any efforts taken by lead agencies, which can be addressed at these meetings.	FY2002
			Community	10256	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, non-profits and others are encouraged to help implement this action.	TBD

Agency Responses to Citizen Priorities

PRIORITY 2:

Traffic and Parking

Improving traffic and parking is the second priority for improving the quality of life for residents in Cluster 5. This area is heavily affected by through traffic from Route 66, Rock Creek Parkway, and the Whitehurst Freeway. General concerns for the entire Cluster include dedicating more municipal resources for police and other agencies that will enforce existing traffic and parking regulations. Although there is no easy way to reduce the amount of traffic that flows through the neighborhood, citizens developed recommendations in an attempt to reduce the traffic's impact.

OBJECTIVE 1:

Dedicate more municipal resources to hire police and parking meter officers to increase enforcement of existing regulations for on-street parking.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1169	Increase parking fines for parking more than 2 hours in one place, even at parking meters.		DPW	8590	DPW is reassessing its fine levels for possible increases.	FY2002
70	Increase enforcement of parking regulations, including assigning workers to enforce parking regulations on nights and weekends.	New Hampshire Avenue south of K Street; 23rd, 24th, and 25th Streets south of N Street; K Street between 23rd and 26th Streets; F Street between 20th and 22nd Streets; Pennsylvania Avenue; and Virginia Avenue	DPW	7751	DPW's Parking Services will hire 138 additional parking enforcement officers in FY2002, more than doubling the existing force. Once fully trained, 100 parking officers will be dedicated to residential areas. Deployment will include a night shift to enforce registration requirements for out-of-state vehicles.	FY2002
1170	Extend 2-hour parking limit from 7:30 a.m. to 10:00 p.m., similar to parking restrictions extended in Georgetown.	Foggy Bottom and West End	Community	10257	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, non-profits and others are encouraged to help implement this action.	TBD

Agency Responses to Citizen Priorities

PRIORITY 2:

Traffic and Parking

OBJECTIVE 1:

Dedicate more municipal resources to hire police and parking meter officers to increase enforcement of existing regulations for on-street parking.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1171	Assign workers to enforce parking regulations on nights and weekends.	Foggy Bottom and West End	DPW	8386	DPW's Parking Services will hire 138 additional parking enforcement officers in FY2002, more than doubling the existing force. Once fully trained, 100 parking officers will be dedicated to residential areas. Deployment will include a night shift to enforce registration requirements for out-of-state vehicles.	FY2003
			MPD	8387	MPD's District 2 enforces parking regulations on nights and weekends.	FY2002
1172	Enforce regulations that restrict bus idling.	O Street between 20th and 17th Streets; 20th Street between E and F Streets; E Street between 17th and 21st Streets; F Street between 20th and 21st Streets; and entire area between E Street, Constitution Avenue, 17th Street, and 23rd Street	MPD	8389	MPD's Districts 1, 2, and 3 will enforce Title 18 regulations.	FY2002
1189	Maintain and enforce ban on reciprocal parking permits.		DPW	8410	DPW will hire 138 parking officers in FY2002, which will result in increased enforcement in locations including residential ones and enforcement of parking regulations on out-of-state vehicles.	FY2002
1190	Develop a system to penalize owners who fail to register their cars (consider establishing a database to track out-of-state tags as well as when the cars are called in, how long they have been parking on city streets, and what actions the city is taking to address the problem).		DPW	9842	DPW is taking over the Register Out-of-State Automobiles (ROSA) program from MPD. When parking enforcement is fully staffed, more than 100 parking enforcement officers will be assigned to RPP and ROSA duties.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 2: **Traffic and Parking**

OBJECTIVE 1: Dedicate more municipal resources to hire police and parking meter officers to increase enforcement of existing regulations for on-street parking.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1173	Require police to work within a Police Service Area (PSA) for at least 1 year so that they can build a relationship with the community.		MPD	8390	MPD strives to maintain continuity of assignment for 1 year; however, promotions and transfers do occur. 3D will facilitate having outgoing lieutenants, brief new PSA lieutenants about PSA conditions and paperwork. Outgoing PSA lieutenants will also accompany new PSA leaders to PSA, Persistent Problem Area (PPA), and team meetings to make introductions to community and other stakeholders.	FY2002
			Community	10258	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, non-profits and others are encouraged to help implement this action.	TBD
1191	Enforce agreement that hospital personnel and construction workers do not park on residential streets.	Area around hospital, particularly I Street between 24th and 26th Streets and on 25th Street between H and K Streets	DPW	8412	DPW will hire 138 parking officers in FY2002, which will result in increased enforcement in locations including residential ones and enforcement of parking regulations on out-of-state vehicles.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 2:

Traffic and Parking

OBJECTIVE 2:

Conduct studies, analyze traffic flow, and make recommendations for reducing congestion, for slowing traffic, and for increasing parking.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1192	Review the effect of large-scale tour buses and of the delivery time of commercial trucks on the community.	Foggy Bottom and West End	DDOT	8413	DDOT will undertake a comprehensive city-wide truck analysis that will include in its scope street restrictions that are based on vehicle weight, residential street restrictions, bridge weight restrictions, truck routing through the city, and proper signage for trucks. The study will cover 10 months and will be completed in FY2003.	FY2003
71	Analyze the effect of on-street parking on traffic flow, and make recommendations for better organization of parking spaces.	Foggy Bottom and West End	DDOT	7752	Parking regulations in this area are the result of an area study. DDOT will explore residential parking strategies and policies to increase parking in residential neighborhoods.	FY2002
1193	Review the effect of the new GWU Hospital on traffic and parking.	24th and I Streets, specifically -the loading dock of new GWU Hospital (24th Street is purported to be too narrow to allow for trucks and vehicular traffic); New Hampshire Avenue between George Washington Circle and I Street, specifically the ambulance entrance (which will be difficult to use during rush hour).	DDOT	8414	The applicant completed a comprehensive traffic impact analysis that was evaluated by appropriate government agencies before receiving zoning approval.	FY2002
1194	Study and reconfigure access to Route 66 at 27th Street and Rock Creek Parkway.	Route 66, 27th Street, Rock Creek Parkway, and Virginia Avenue	DDOT	8416	The Kennedy Center is beginning the process of proposing access improvements to the site that may affect the District's transportation network. The city will work with the Kennedy Center and the National Park Service (NPS) throughout this process.	Out Years

Agency Responses to Citizen Priorities

PRIORITY 2: **Traffic and Parking**

OBJECTIVE 2: Conduct studies, analyze traffic flow, and make recommendations for reducing congestion, for slowing traffic, and for increasing parking.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1194	Study and reconfigure access to Route 66 at 27th Street and Rock Creek Parkway.	Route 66, 27th Street, Rock Creek Parkway, and Virginia Avenue	NPS	8417	NPS is willing to meet with the DC government to discuss issues. Contact John Parsons, Director of the National Capital Region's Office of Land Use and Planning, at 202-619-7025.	
1195	Improve traffic conditions by coordinating with the NPS and the Kennedy Center to address areas where there is a joint interest with the city.	Foggy Bottom and West End	NPS	9460	NPS is willing to meet with the DC government to discuss issues. Contact John Parsons, Director of the National Capital Region's Office of Land Use and Planning, at 202-619-7025.	
			DDOT	8418	The Kennedy Center is beginning the process of proposing access improvements to the site that may affect the District's transportation network. The city will work with the Kennedy Center and the NPS throughout this process.	Out Years

Agency Responses to Citizen Priorities

PRIORITY 2: **Traffic and Parking**

OBJECTIVE 3: Make changes to increase parking, to reduce congestion, and to increase pedestrian safety.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1175	Address pedestrian safety at intersections identified as priorities by the community.	22nd Street between E and I Streets; 25th and K Streets; 25th Street, H Street, and Virginia Avenue (partial circle); 26th and K Streets; and 26th Street and Pennsylvania Avenue	DDOT	8393	DDOT has installed new crosswalks throughout the city and has placed pedestrian right-of-way placards in crosswalks at selected sites. DDOT will investigate possible site-specific improvements for the area in the future.	Out Years
1176	Reduce speeding on streets and at intersections identified by the community as a priority, including installing traffic cameras.	K Street between George Washington Circle and 27th Street; 19th Street between M Street and Constitution Avenue; and 20th Street between M and E Streets	MPD	8396	MPD's Districts 1 and 2 will work with Lockheed Martin and DDOT to determine the viability of locations for placing the red-light camera. Districts 1 and 2 will work with Motor Carrier Safety Unit to assess the placement of photo radar at these locations.	FY2002
			DDOT	8395	DDOT, in partnership with Howard University, is developing criteria for implementing traffic-calming measures to be completed in Q3 of FY2002. Installation will be performed after development of criteria.	Out Years
1177	Install traffic lights at intersections that are priorities for the community.	21st and F Streets, plus 22nd and H Streets	DDOT	8397	Design has been completed and submitted to PEPCO for approval. Once PEPCO approves the design, funding will be identified, and a contractor to perform installation will be selected. Final installation will be complete in 12-18 months.	FY2003
1178	Work with building owners to allow on-street parking in areas in front of building entrances.	Foggy Bottom and West End	Community	10260	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, non-profits and others are encouraged to help implement this action.	TBD

Agency Responses to Citizen Priorities

PRIORITY 2: **Traffic and Parking**

OBJECTIVE 3: Make changes to increase parking, to reduce congestion, and to increase pedestrian safety.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1178	Work with building owners to allow on-street parking in areas in front of building entrances.	Foggy Bottom and West End	DDOT	9456	DDOT will explore residential parking strategies and policies to increase parking in residential neighborhoods, as well as the possibility of establishing municipal parking. DDOT will also review existing parking regulations and municipal parking lot legislation.	FY2002
1196	Reduce congestion on streets identified as priorities by the community.	21st Street between M Street and Constitution Avenue, plus New Hampshire Avenue between Washington Circle and Virginia Avenue (in the morning)	DDOT	8420	DDOT will continue to work with the community in addressing concerns about transportation issues. DDOT, in partnership with Howard University, is developing criteria for implementing traffic-calming measures to be completed in Q4 of FY2002. Study areas to be determined. Investigations and installation to be performed after development of criteria.	Out Years

Agency Responses to Citizen Priorities

PRIORITY 2:

Traffic and Parking

OBJECTIVE 4:

Decrease effect of traffic on the community.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1197	Encourage residents and visitors to rely on mass transit.		WMATA	8422	The Washington Metropolitan Area Transit Authority (WMATA) will continue to work with the local jurisdiction to develop marketing strategies and service plans to increase mass transit usage by residents and by visitors to this region. WMATA has promotional partnerships with MCI, Washington Convention Center Authority (WCCA), SCTC, and DCHC, as well as others.	FY2002
			Community	10261	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, non-profits and others are encouraged to help implement this action.	TBD
1199	Increase reliance on walking places by increasing pedestrian access to pathways and by creating a more friendly pedestrian atmosphere on city streets; make Foggy Bottom a pilot area for the city's new streetscape standards.	Foggy Bottom and West End	DDOT	8425	DDOT has installed new crosswalks throughout the city and has placed pedestrian right-of-way placards in crosswalks at selected sites. DDOT will investigate possible site-specific improvements for the area in the future.	Out Years
			BID	10206	The Foggy Bottom group working with the Downtown Business Improvement District (BID) has proposed 17 pedestrian signs and 8 vehicle signs. The final list will be turned over to DPW in June. It is anticipated that the signs will be fabricated and installed in early 2003.	
1201	Limit new development in Cluster 5 that would increase cars on area streets.	Cluster 5, specifically Square 37	OP	8429	Traffic capacity studies that are based on various zoning scenarios are recommended and are being coordinated with DDOT as part of Square 37's consistency zoning review.	FY2002
1203	Set standards for the size of trucks that are allowed on residential streets.		DDOT	9856	DDOT will undertake a comprehensive city-wide truck analysis that will include in its scope street restrictions that are based on vehicle weight, residential street restrictions, bridge weight restrictions, truck routing through the city, and proper signage for trucks. The study will cover 10 months and will be completed in FY2003.	FY2003

Agency Responses to Citizen Priorities

PRIORITY 3:

Balance Between Residential, Commercial, University, and Institutional Uses

The third priority for Cluster 5 is finding a balance between residential, commercial, university, and institutional uses. This priority relates to retaining and enhancing the residential character that residents feel defines Foggy Bottom and West End. Specifically, residents said that the Office of Zoning should be adequately staffed, technologically advanced, and user friendly. Other recommendations included ensuring adequate community participation in zoning decisions and revising regulations maintained by DCRA, such as enforcing zoning regulations and procedures. To increase the number of permanent residents living in the community, residents highlighted needed improvements in enforcing and monitoring rent control in apartment buildings.

OBJECTIVE 1:

Maintain an Office of Zoning that is adequately staffed, technologically advanced, and user-friendly.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
72	Fund additional support staff positions for the BZA and ZC, as proposed by the director of the OZ.	OZ, DCRA	DMPED	7951	Deputy Mayor for Planning and Economic Development (DMPED) will work with the Council to give them the maximum resources possible to accomplish its mission.	Ongoing
			OZ	7755	In FY2002, the Mayor and the City Council funded an additional two support staff positions. With future additional funding, the OZ will continue this initiative as needed. Please note: DCRA is not a supporting partner of this action. BZA/ZC and the Zoning Administrator's office at DCRA have separate functions, offices, and employees. Please refer to the glossary for a detailed description of each office's function. (1) Information Technology Specialist - As the OZ continues to develop and implement its technological initiatives, including new systems to automate zoning information, this position will assist the OZ Chief Technology Officer (CTO); (2) BZA/ZC Conditions Reviewer—Conditions of BZA/ZC orders will be reviewed; monitored; corrected, if not in compliance; and/or referred to DCRA for citation action, if not remedied. Due to the Continuing Resolution no action has been taken. OZ plans to take action in the 2nd Quarter.	FY2002

Agency Responses to Citizen Priorities

PRIORITY 3: **Balance Between Residential, Commercial, University, and Institutional Uses**OBJECTIVE 1: **Maintain an Office of Zoning that is adequately staffed, technologically advanced, and user-friendly.**

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
509	Establish performance standards and carry out review of existing staff members in the OZ.	OZ, DCRA	OZ	8383	The OZ has been establishing performance standards for its employees and reviewing its existing staff. The result is the restructuring and realignment of office staff members. The OZ also volunteered to be part of the Mayor's Call Center testing to measure the level of service provided by the OZ. In addition, OZ performance measures can be found in the FY2002 Proposed Budget and Financial Plan book. Please note: DCRA is not a supporting partner of this action. BZA/ZC and the Zoning Administrator's office at DCRA have separate functions, offices, and employees.	Ongoing
			DCRA	8378	DCRA has begun to undertake a thorough review of the agency's Zoning Division.	FY2002
511	Establish case management system.	OZ	OZ	8520	In FY2001, OZ began a three-phase process to implement a database system. With continued funding, the OZ will be able to establish a case management system that will organize information in a comprehensive database environment to facilitate information retrieval and case tracking for staff and clients.	Ongoing

Agency Responses to Citizen Priorities

PRIORITY 3: **Balance Between Residential, Commercial, University, and Institutional Uses**OBJECTIVE 1: **Maintain an Office of Zoning that is adequately staffed, technologically advanced, and user-friendly.**

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
512	Establish a system of accountability that includes a clearly defined procedural process.		OZ	8521	The OZ is in the process of implementing the scheduling portion of a document management system that will allow all data relating to a case to be captured in a database. This action has always been in OZ's strategic plan, which has received initial funding and depends on continued funding. Because every case's time frame varies (from slightly to largely; from a porch addition to a campus plan, for example), there needs to be more information than the actual time frame information if the action is to make sense. This database will eventually be web accessible and will allow everyone to track cases from start (filing date) to finish (issuance of order) to ascertain where a particular case is in the process, what delays it has encountered and the reasons for them, what case type is, what the expected time frame is, and so forth. Once the database is in place, the OZ will be able to query the database for statistical data and other types of information as well.	Ongoing
74	Increase funds allocated for the OZ to modernize the work environment (e.g., computers).	OZ	OZ	7760	For FY2002, the Mayor and the City Council granted the OZ additional funding to implement various phases of its IT plan, including Phase I of the interactive website and Phase I of the Document Imaging System.	Ongoing

Agency Responses to Citizen Priorities

PRIORITY 3: **Balance Between Residential, Commercial, University, and Institutional Uses**OBJECTIVE 2: **Revise and enforce zoning regulations and procedures.**

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
514	Establish citizen task force that will make recommendations for updating and modifying zoning regulations and procedures.	Cluster 5	OP	8524	OP believes the most efficient approach to zoning regulation amendments is an issue-based approach. Development Review will participate in any task force created by the Neighborhood Planning and Service Coordinators that includes this type of issue.	FY2003
			Community	10262	Success of this action will depend on community leadership and individual action. ANCs, citizens, community organizations, non-profits and others are encouraged to help implement this action.	TBD
75	Enforce zoning regulations currently held by the city and determine the condition of orders established by the zoning commission.	Cluster 5	DCRA	7761	DCRA is adding more staff members to the Zoning Division to conduct zoning reviews and investigations.	FY2003

Agency Responses to Citizen Priorities

PRIORITY 3: **Balance Between Residential, Commercial, University, and Institutional Uses**OBJECTIVE 3: **Protect residential neighborhoods from commercial and institutional developments.**

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
516	Provide more community input on mayoral appointees, particularly the Board of Zoning Adjustment and Zoning Commission.		EOM	8527	District will more widely advertise hearings for boards and commissions, particularly these.	FY2002
1179	Make sure the city's zoning regulations, policies, and actions reflect the goals of the Comprehensive Plan.		OP	8401	Consistency between the Comprehensive Plan and the zoning regulations is required by DC law. The OP is committed to balancing the intent of all plans with the Comprehensive Plan and will be undertaking a zoning consistency project for all existing Comprehensive Plan amendments.	FY2002
76	Revise what uses are allowed in certain zone classifications (i.e., desegregate housing, dormitories, and hotels).	Cluster 5	OP	7762	The OP will consider a proposed definition for dormitories and will review the appropriateness of their use within the various residential zones.	FY2003

Agency Responses to Citizen Priorities

PRIORITY 3: **Balance Between Residential, Commercial, University, and Institutional Uses**OBJECTIVE 4: **Retain and enhance the residential character of Foggy Bottom and West End.**

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1208	Identify locations for student housing within the boundaries of GWU, and encourage the university to build student housing on those sites.	Square 43 (located between 23rd Street, 24th Street, G Street, and Virginia Avenue); School Without Walls; current hospital site; parking lot at 20th and H Streets; and parking lot in block bounded by G, H, 23rd, and 24th Streets	OP	8439	The OP continues to work on the implementation of the GWU Campus Plan, which includes these housing sites.	Ongoing
1210	Determine maximum development (residential, commercial, office, and institutional) and population capacity (residents, workers, students, and visitors) for Foggy Bottom and West End.	Foggy Bottom and West End	OP	8447	The OP recently completed its review of the GWU campus plan. Much of this review looked at whether there were to be any objectionable effects as a result of the revised master plan. Through that process, the OP articulated to the BZA specific concerns and then outlined specific recommendations. Given staffing constraints, this level of analysis is the only one the OP will be able to provide to Foggy Bottom and West End at this time.	Ongoing
			DDOT	8446	DDOT would be a support agency for this action to be led by OP. DDOT will provide any existing traffic or public space information that can assist in the process.	Out Years
1211	Develop policy statement for the expansion of GWU.	Foggy Bottom and West End	OP	8448	This item will be considered as part of the proposed amendments to Campus Plan regulations, which are planned for 2003.	FY2003
1212	Investigate mechanisms for the city to provide incentives that encourage retention, reclamation, and expansion of permanent resident housing.	Foggy Bottom and West End	DHCD	8449	Department of Housing and Community Development (DHCD) can fund rehabilitation and development for income-eligible projects. The Housing Act of 2002 proposes tax incentives for developers who build multifamily housing in downtown areas, including this cluster.	Ongoing

Agency Responses to Citizen Priorities

PRIORITY 3: **Balance Between Residential, Commercial, University and Institutional Uses**

OBJECTIVE 4: Retain and enhance the residential character of Foggy Bottom and West End.

Act-ID#	Action	Location	Partner	Res-ID#	Response	Starting
1212	Investigate mechanisms for the city to provide incentives that encourage retention, reclamation, and expansion of permanent resident housing.	Foggy Bottom and West End	OP	8450	The OP will work with developers to encourage the inclusion of more permanent housing in this area. In a recent report to the Zoning Commission, the OP recommended creating a zoning classification that would allow high-density residential development with a local commercial requirement on the ground floor, a classification that currently does not exist in the zoning regulations. This classification is proposed in response to a request from a property owner (Square 37) to rezone his property so that it would be consistent with the Comprehensive Plan.	Ongoing

Actions With No Commitments

Even though District agencies considered all actions that this Cluster identified, a number of actions were suggested by citizens through the SNAP process that did not receive a commitment. Reasons for a lack of commitment included fiscal limitations (i.e., not enough money currently available in the agency's budget), strategy disagreement on the part of the particular agency with the authority to implement an action, and a need for more internal analysis before making a commitment. These actions included the following:

PRIORITY:

Expansion of GWU, More Student Housing on Campus, and Improved GWU/Community Relations

Action	Location	Agency	Agency Response
Develop a system of accountability that ensures all permits required for new construction are obtained.	Foggy Bottom and West End	DCRA	DCRA attempts to monitor the city to ensure that all construction work is being performed under approved building permits. However, we must rely on the assistance of citizens who will contact DCRA at 202-442-4641 to notify staff members about illegal construction work.
Increase municipal resources dedicated toward enforcing the GWU Campus Plan.	Foggy Bottom and West End	DCRA	DCRA does have adequate inspectors assigned to monitor construction occurring at GWU.

Actions With No Commitments

PRIORITY:

Traffic and Parking

Action	Location	Agency	Agency Response
Extend 2-hour parking limit from 7:30 a.m. to 10:00 p.m., similar to parking restrictions extended in Georgetown.	Foggy Bottom and West End	DDOT	DDOT will defer this action until a request is made by an ANC and there is community consensus on the issue.
Remove parking on E Street between 17th and 18th Streets to improve parking situation created by the expansion of the Corcoran.	E Street between 17th and 18th Streets	DDOT	Clarify request.
Stagger hours for government workers to decrease the effect of commuter traffic on residential areas.		OCA	There is no immediate plan to pursue such an initiative in the next several years.
Enforce regulations that require an Environmental Impact Assessment on development projects that exceed \$1 million, particularly the new IMF building on Pennsylvania Avenue.	Cluster 5, particularly new IMF building on Pennsylvania Avenue	OP	IMF is in the Central Employment Area and, therefore, is exempt from the DC Environmental Policy Act. To learn more about the City's Environmental Policy Act, please refer to the DCRA website < www.dcr.dc.gov >.
Conduct an air quality study, and determine the amount of pollution being generated by vehicular traffic.	Cluster 5	DDOT	Action item will be further investigated by lead agency before committing.
Ensure health of street trees in the community.	600 New Hampshire Avenue, plus F Street between 19th and 23rd Streets	DDOT	Clarify request.
Put traffic underground and parking space on top.	Foggy Bottom and West End	DDOT	Clarify request.

Actions With No Commitments

PRIORITY:

Balance Between Residential, Commercial, University, and Institutional Uses

Action	Location	Agency	Agency Response
Provide a parliamentarian to oversee meetings of the BZA and ZC.	OZ	OZ	OZ currently does not have the resources necessary to effectively implement this action. This request will remain identified and will be considered for next year's FY2004 budgeting.
Provide separate legal counsel for the Office of Zoning that is housed in the Office of Zoning.	OZ	OZ	OZ currently does not have the necessary financial resources to implement this action. To comply, OZ would require two attorneys, one paralegal, the LEXIS licensing software, and a small legal library. OZ estimates that it would require an additional \$500,000 in funding. This request will remain identified and considered for next year's FY2004 budgeting.
Revise process for community notification of all BZA and ZC meetings.		OZ	Meetings for the BZA are held the first Tuesday of every month at 9:30 a.m., and ZC meetings are held the second Monday of every month at 1:30 p.m. Typical notification methods are not feasible because the agenda changes up until days before the meeting. However, the OZ posts the BZA/ZC schedule on its website, < www.dcoz.dcgov.org > (updated every Friday), and on its bulletin board in the office lobby (updated daily). In addition, the OZ encourages citizens to call or e-mail the office if they need information regarding the agenda of a meeting.
Review recent zoning legislation adopted by the City Council and develop regulations to implement it.	OCC to review legislation	DCRA	Before committing to an action, DCRA needs to know what specific legislation the community is referring to.
Establish an overlay zone in Foggy Bottom and the West End (look at Georgetown as an example).	Foggy Bottom and West End	OP	The OP will be unable to undertake this action. The Zoning Commission refused to set down Georgetown overlay, indicating that this was a housing problem, not a zoning problem.
Undertake a small area plan that identifies areas for new development and requires a residential component.	Square 37 (Elliot School site)	OP	The Foggy Bottom/West End Neighborhood is a densely developed area with little space for new development and would not benefit from a small area plan. However, the OP should define goals for developing new residential units in Foggy Bottom and West End neighborhoods. When infill development does occur, the OP will work with developers and will encourage them to include a residential housing component to achieve this goal. One recent case (Square 37) resulted in the OP's recommending that the Zoning Commission create a new zoning classification that requires high-density development with a locally serving commercial component.

Overview

While this Strategic Neighborhood Action Plan outlines and begins to address the key priorities identified by the neighborhoods in your Neighborhood Cluster, several other neighborhood initiatives are playing a major role in improving the quality of life in our neighborhoods. Those initiatives include the following:

Neighborhood Service Initiative (NSI)

Neighborhood Service strives to find permanent solutions—not just quick fixes—for persistent problems in every Ward. To this end, the NSI, in partnership with residents and 13 District agencies, has identified Persistent Problem Areas (PPAs) in the community. In most cases, when the Metropolitan Police Department has an active Police Service Area Plan (PSA Plan) or a Capital Community Plan, a PPA work plan was developed. These areas have recurring problems that need the cooperation and coordination of many government agencies to ensure that they become clean, safe, and healthy neighborhoods. Through a Core Team approach, 13 govern-

ment agency representatives come together weekly in each Ward to develop and implement work plans in an effort to mobilize, reclaim, revitalize, and sustain abatement of the problems in PPAs.

Transforming Schools Initiative (T-9)

In FY2001, DCPS selected nine schools to reconstitute and transform including facilities, curriculum, and staffing. In FY2002, another set will be selected, as well as in FY2003. Several of the existing nine schools will serve as pilots for the new “neighborhood places” model of coordinated, neighborhood-based social services being implemented by the District agencies. *Please contact Helen Flag at 202-442-5023 to learn more about this initiative.*

Home Again: Renovating Our City's Abandoned Properties

This initiative will promote the development of the District's vacant and abandoned properties by gaining site control of the properties and by selling them to developers, who will renovate them into new homes. The ini-

tiative will begin by gaining site control in five neighborhoods: Columbia Heights, Ivy City/Trinidad, Near Northeast, Rosedale, and Shaw. Then it will expand throughout the city. The initiative's goal is to provide at least 30% of the homes to low-income families. *Please contact Neal Drobenare at 202-727-3899 to learn more about this initiative.*

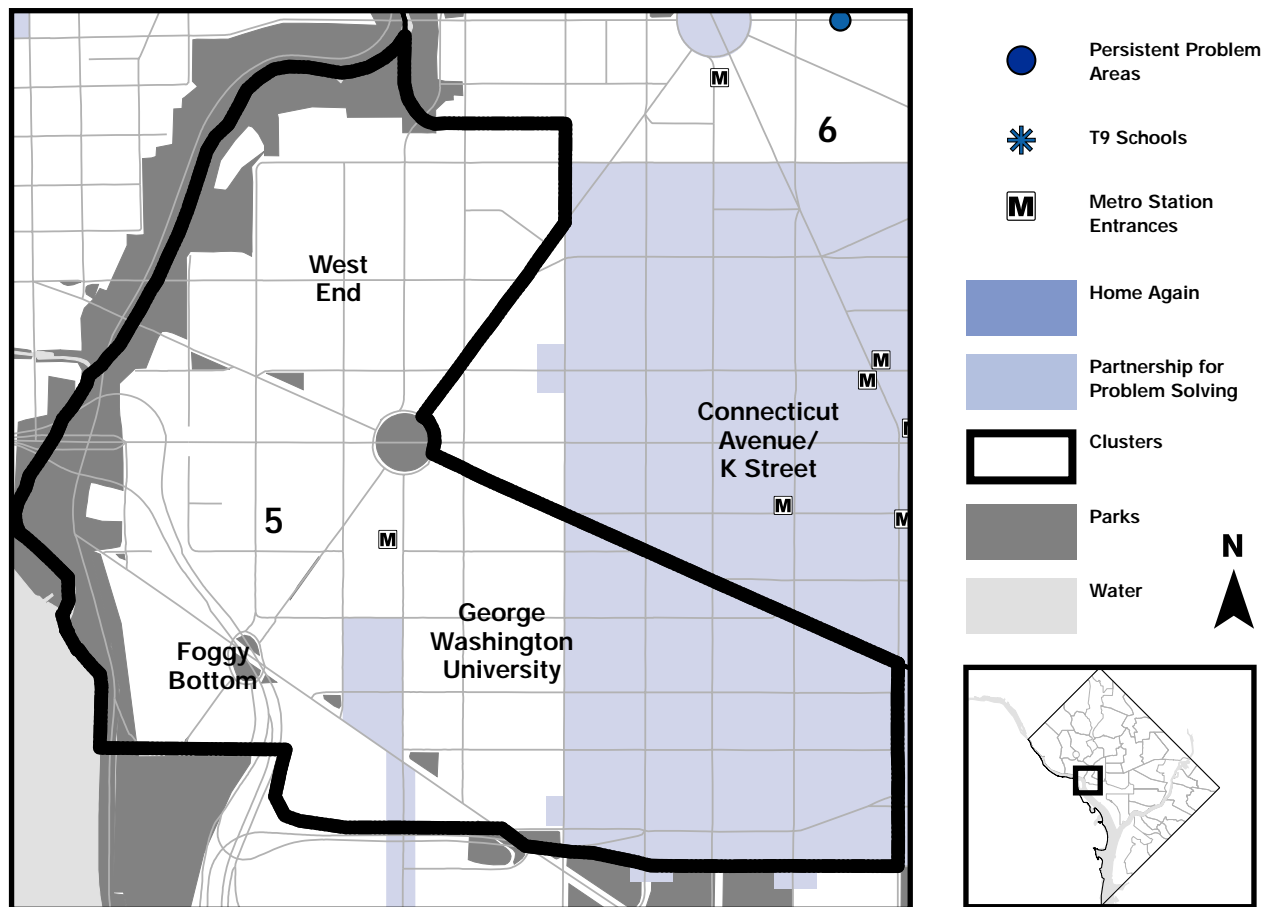
Partnership for Problem Solving

Police Lieutenants are working in partnership with the community and other stakeholders to address local public safety problems. They are developing plans specific to Police Service Areas (the geographic units that the police have implemented in the city) to facilitate the collaborative problem-solving process and to address public-safety issues. Strategies that have been developed focus on addressing offenders, victims, and locations and consist of three types of approaches: focused law enforcement, neighborhood partnership, and systemic prevention. *Please contact Ann Russell at 202-727-1585 to learn more about this initiative.*

Other Neighborhood Initiatives

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Neighborhood Initiatives in Cluster 5



Transit-Oriented Development (TOD)

TOD is a land use strategy to accommodate new growth, strengthen neighborhoods, and expand choices and opportunities. TOD capitalizes on bus and rail assets to stimulate and support vibrant, compact, diverse, and accessible neighborhood centers within walking distance of transit. TOD is a strategy that allows for a rich mix of uses—residential, retail, and work places—at densities that are appropriate for the neighborhood. *Please contact Karina Ricks at 202-442-7607 to learn more about this initiative.*

In many instances, the issues addressed in the SNAPs directly link with other neighborhood initiatives, thus creating synergy in areas that will receive substantial public and private resources.

The Neighborhood Initiatives map on this page depicts the above-mentioned initiatives that are located in your Cluster.

Your SNAP is a living document, not just a plan collecting dust on a shelf. In fact, a number of activities are currently under way to ensure that the priorities highlighted in this document are addressed. The following are examples:

Progress Updates to Your SNAP

The Office of Neighborhood *Action* is monitoring the status of projects with District agencies. A status update meeting will be held in each Ward twice a year to share with residents the progress of the commitments.

Implementation of Citizen-Driven Actions

The success of this plan depends on a strong partnership among District agencies, other agencies, businesses, community development corporations, the faith community, and you. To find community partners to help implement citizen actions, the Office of Neighborhood *Action* will be making contacts in your Cluster. You are strongly encouraged to take the initiative, to pull people or groups together, and to champion one of these actions. Please contact the Office of Neighborhood *Action* (at 202-727-2822) to learn where you might be able to help.

Role of Your Neighborhood Planner

Your Neighborhood Planner will be responsible for implementing several actions in this Ward. During the coming year, Chris Shaheen will work with you and the District Department of Transportation to develop plans for improving the park at 22nd and E Streets and will continue to work with residents and the Office of Planning's Development Review Division on development projects in your neighborhood. He will also be working on improving the community participation with the Comprehensive Plan and will continue to provide support to the Neighborhood Service Initiative to help improve services throughout the Ward.

What Happens
Now

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The Strategic Neighborhood Action Plans were built heavily on past and present plans and documents that have been developed by your neighborhood and the city. For your reference, we have listed a number of relevant plans and documents for your area. Many of these plans are accessible on the Neighborhood Action website at <www.neighborhoodaction.dc.gov> or at your local library.

Reference Materials

Plan:	Date Completed:	Plan Development Led by:
George Washington University Campus Plan 2000–2010	2001	George Washington University
Millennium Gift Project	1999	Ehrenkranz, Eckstut & Kuhn Architects
Ward 2 Plan	1998	DC Government, DC Office of Planning
City-wide Comprehensive Plan	1998	DC Government, DC Office of Planning
Cluster 5 Databook	Winter 2001	DC Government, DC Office of Planning
Cluster 5 Visioning Workshop Summary Report	Summer 2001	DC Government, DC Office of Planning
Cluster 5 FY2003 Citizen Budget Guides and Worksheets	March 18, 2002	DC Government

Action Plan Partner Abbreviations

ABRA	Alcoholic Beverage Regulation Administration	DMCYF	Deputy Mayor for Children, Youth, Families, and Elders	NSO	Neighborhood Stabilization Officer
CAH	Commission on Arts and Humanities	DMH	Department of Mental Health	NTHP	National Trust for Historic Preservation
CBO	Community-Based Organization	DMPED	Deputy Mayor for Planning and Economic Development	OCA	Office of the City Administrator
CDC	Community Development Corporation	DMPSJ	Deputy Mayor for Public Safety and Justice	OCC	Office of Corporation Counsel
CFSA	Child and Family Services Administration	DMV	Department of Motor Vehicles	OSCC	Office of the Clean City Coordinator
DBFI	Department of Banking and Financial Institutions	DMO	Deputy Mayor of Operations	OCFO	Office of the Chief Financial Officer
DCFD	DC Fire Department	DOC	Department of Corrections	OCP	Office of Contracting and Procurement
DCHA	DC Housing Administration	DOES	Department of Employment Services	OCTO	Office of the Chief Technology Officer
DCHFA	DC Housing Finance Authority	DOH	Department of Health	OLBD	Office of Local Business Development
DCMC	DC Marketing Center	DPR	Department of Parks and Recreation	OP	Office of Planning
DCOA	DC Office of Aging	DPW	Department of Public Works	OPM	Office of Property Management
DCOP	DC Office of Personnel	EMA	Emergency Management Agency	OTR	Office of Tax and Revenue
DCPL	DC Public Libraries	EOM	Executive Office of the Mayor	OZ	Office of Zoning
DCPS	DC Public Schools	FEMS	Fire and Emergency Medical Services	PSA	Police Service Area
DCRA	Department of Consumer and Regulatory Affairs	FHA	Federal Housing Administration	TCC	Taxi Cab Commission
DDOT	District Department of Transportation	IGO	Inspector General's Office	UDC	University of the District of Columbia
DHCD	Department of Housing and Community Development	MPD	Metropolitan Police Department	WASA	DC Water and Sewer Authority
DHS	Department of Human Services	NCRC	National Capital Revitalization Corporation	WCCA	Washington Convention Center Authority
DISR	Department of Insurance and Securities Regulation	NPS	National Park Service	WMATA	Washington Metropolitan Area Transit Authority
		NSC	Neighborhood Service Coordinator	ZAC	Zoning Advisory Committee
		NSI	Neighborhood Service Initiative	ZC	Zoning Commission

Your District Representatives

Anthony A. Williams
Mayor

Kelvin Robinson
Chief of Staff

John Koskinen
City Administrator

Council of the District of Columbia

Linda W. Cropp
Council Chair

Jim Graham, Ward 1

Jack Evans, Chair Pro Tempore / Ward 2

Elizabeth Elliott, Chair, Advisory Neighborhood
Commission (ANC) 2A

Kathleen Patterson, Ward 3

Adrian Fenty, Ward 4

Vincent Micone, Chair, ANC 2B

Vincent Orange, Ward 5

Sharon Ambrose, Ward 6

Leroy Thorpe, Chair, ANC 2C

Kevin Chavous, Ward 7

Sandra Allen, Ward 8

Peter Pulsifer, Chair, ANC 2E

Harold Brazil, At-Large

David Catania, At-Large

Leslie Miles, Chair, ANC 2F

Phil Mendelson, At-Large

Carol Schwartz, At-Large

Eric Price
Deputy Mayor for Planning and
Economic Development

Herb Tillery
Deputy Mayor, Operations

Ellen McCarthy
Deputy Director, Development
Review and Zoning

Carolyn Graham
Deputy Mayor for Children, Youth,
Families, and Elders

Andrew Altman
Director, Office of Planning

Mark Platts
Associate Director, Neighborhood Planning

Margret Nedelkoff Kellems
Deputy Mayor for Public Safety and Justice

Toni L. Griffin
Deputy Director, Revitalization
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